



AUSTRALIAN PROJECT &
CONSULTING SERVICES



Projections

making concept reality...

ISSUE 11

Welcome to Projections!

29 November 2005

Dear Craig

IT'S HARD TO BELIEVE but November is already drawing to a close and Christmas is just around the corner! And it's a mere 106 days to the opening ceremony of the [Melbourne 2006 Commonwealth Games](#).

Speaking of the Games, in this issue Jeff Carlin, our M2006 Project Director, talks to us about the design of the Commonwealth [Games Data Network](#). We'll be keeping you updated on progress over the coming months.

In a first for the Commonwealth Games, Plan Australia has been appointed Goodwill Partner and we are pleased to announce that we have, in turn, decided to support Plan with a number of their initiatives and we look forward to working closely with them in the future. Ian Wishart has taken the time to tell us a little of [Plan's support programs](#), including the exciting youth journalist project where a number of young people will arrive in Australia to report on the Commonwealth Games.

Elsewhere in this issue, Bill "Fosters" Lagerberg, discusses the importance of thoroughly [planning your project](#). We also spend an entertaining 5 Minutes delving into the nooks and crannies of Bill's mind.

Resourcing is the topic of the penultimate instalment of Scott Coleman's [12 Project Management Principles](#). Feel free to email Scott with topics for his next series!

We also love to questions and comments about any of the topics that we include in Projections. ask_craig@apcsit.com.au.

Until next time

Craig Dennis

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The Importance of Planning

By [Bill Lagerberg](#)
Senior Project Manager

IS YOUR PROJECT constrained by a budget, or are you given carte blanche and told to go out and spend whatever it takes? If you answered "carte blanche", perhaps we should leave you alone and let

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you go on dreaming!

How can you be sure your IT project can be delivered within the confines of the budget? I'm sure that it will come as no surprise to suggest that it's easier said than done. Like most good things in life, the secret is in the preparation: you have to plan, plan, plan some more and then (and only then) start building. Taking a strong planning focus ensures that everything within your project is fully understood and has been properly scheduled and resourced. This means that scope creep, the project manager's nightmare, is all but eliminated and sets you on the path for on time and on budget delivery.

As a general rule of thumb, project timelines should be split into three clear phases: Planning, Development and Testing. Each phase should be allocated the same elapsed time, although resource numbers will vary substantially from one phase to the next. This means for a project with an expected life of 12 months, the first four months or thereabouts should be spent solely on planning.

Dig a little deeper into the planning phase and you'll find that successful projects always include the development of clear project specifications. These specifications must be approved by your business management team and will ultimately provide you with a clear destination for your project. It's your job to create a roadmap that will drive your project from concept to that agreed destination.

Clear specifications also provide the basis for defining project scope and will enable you to develop an unambiguous list of inclusions and exclusions. This will ensure that the business and other stakeholders fully understand what they will be receiving for their money.

As a final point, if the specifications and requirements have been clearly stated and agreed up front, design work should only need to be performed once and project timelines should be met. However, if the business decides to change requirements after sign off, the impact of the change, both in terms of cost and time, will need to be clearly enunciated within the change control process. This will be the subject for discussion on another day.

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Plan Australia - Official Goodwill Partner of the Melbourne 2006 Commonwealth Games

By [Ian Wishart](#)
Chief Executive Officer
[PLAN AUSTRALIA](#)



AS THE OFFICIAL [Goodwill Partner of the Melbourne 2006 Commonwealth Games](#) it is fantastic to have the support of APCS. In Plan's role as Goodwill Partner we are charged with raising support that will create a lasting legacy for needy children in Commonwealth countries. We are calling on support from individuals and companies to donate, sponsor a child, or give regularly in other ways. We welcome you to contact us at 13PLAN (137526) or visit

<http://myemail.ezemsgs.com/download/links/34476922/69674/55e5281/link.html>

and become Goodwill Champions! We may not all be able to win the 100 metres but all of us can do our bit to give children a chance in some of the poorer countries around the world.

As a special feature of Plan's role as Commonwealth Games Goodwill Partner we are bringing to Australia 8 teenagers from the developing countries of the Commonwealth. 2 will come from Uganda, 2 from Ghana, 2 from Pakistan and 2 from India. These young people will be teamed up with 8 Victorian young people to form a junior journalist club to cover the Games. Their video, radio and print reports will be hosted on ninemsn as well as the Plan website. They will also act as ambassadors for the needs of children from the developing countries of the Commonwealth. We thank APCS for their sponsorship support for this great project and invite other companies to assist by contacting us at 13PLAN (137562) or visiting

<http://myemail.ezemsgs.com/download/links/34476922/69674/55e5281/link.html>.

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THE COMMONWEALTH GAMES DATA NETWORK

By [Jeff Carlin](#)
Project Director

SYSTEMS INTEGRATION SERVICES for the Melbourne 2006 Commonwealth Games Data Network (GDN) is a large scale project spanning 16 months with numerous interfaces and dependencies to other M2006 Technology Programs. APCS is responsible for the full lifecycle phases of design, build, test, deploy, support and de-commissioning of the technology assets - and, of course, the overall governance of the project.

The GDN is the enabling infrastructure that inter-connects all Melbourne 2006 Commonwealth Games technology systems, applications and services and includes a highly distributed architecture of more than 90 high-powered servers, 20TB of data storage, 180 network switches and security appliances, 1800 desktop and notebook computers and more than 800 reprographics devices.

This distributed architecture is deployed upon an Internet Protocol (IP) wide-area network that is both high capacity and highly-available for linking the 35 competition and non-competition Commonwealth Games venues... [<continued>](#)

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12 Project Management Principles

By [Scott Coleman](#)
Managing Director

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PROJECT MANAGERS SHOULD acquire by all means possible within the scope of the project the best people they can, and then do whatever it takes to keep the garbage out of their way. By acquiring the best people, the most skilled, the most experienced, and the best qualified, the Project Manager can often compensate for too little time or money or other project constraints. Project Managers should serve as an advocate for these valuable team members, helping to protect them from outside interruptions, and helping them acquire the tools and working conditions necessary to apply their talents.

5 Minutes with Bill Lagerberg

By Craig Dennis
Director Consulting Services

What do you do at APCS?

At APCS I am a bit of a jackeroo in that I fill multiple rolls where and when required. My primary function is project management and project consulting, but also having a strong audit background, I am sometimes called upon to perform risk and process related work.

Who are you?

I am a relaxed person who has a strong social conscience and sense of fun. I will always look for an opportunity to have a laugh, but at the same time do not forget the over riding objective of getting the job done. I enjoy a punt on thoroughbreds only and the occasional glass of red.

What do you bring to APCS?

17 years banking project management and audit background. Strong team building, negotiation and presentation skills.

Pick three people who you would invite to dinner.

I see dinner as a time to really enjoy good food and wine with my closest friends and therefore rather than invite famous people I would invite Meg, my girlfriend, Julie, my former girlfriend and Craig my punting partner. I suspect I would enjoy the dinner more being able to be natural rather than worrying about offending fictitious guests.

How would you spend your last \$50?

I would get my clothes dry cleaned, buy some deodorant and make my way around the local shops in an effort to get a job to get a job so I could have more than \$50. If I knew I was going to die after spending the \$50 the answer changes and I would head down to Dan Murphy's and buy either a bottle of Mumm or Billecart Salmon non vintage champagne, whichever was on special at \$50, or if no champagne specials, A bottle of Henschke Abbotts Prayer on special would be a very pleasant way to go.



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